

RECORD OF PROCEEDINGS
AIR FORCE BOARD FOR CORRECTION OF MILITARY RECORDS

IN THE MATTER OF:

DOCKET NUMBER: 98-00410

SEP 29 1998

COUNSEL: NONE

HEARING DESIRED: NO

APPLICANT REQUESTS THAT:

His Officer Performance Reports (OPRs), closing 13 August 1993 and 4 June 1994, be replaced with the reaccomplished reports provided; and, that he be considered for promotion to lieutenant colonel by a Special Selection Board (SSB) for the CY97C (21 Jul 97) Lieutenant Colonel Board (P0597C), with the corrected OPRs.

APPLICANT CONTENDS THAT:

The contested OPRs do not reflect Professional Military Education (PME) recommendations. His rating chain, who supervised his performance during the period of the two reports, acknowledges they erroneously omitted the PME statements due to improper and frequently changing guidance provided through military personnel channels.

In support of his request, applicant submits personal statements, a copy of his AFI 36-2401 application, with copies of the reaccomplished OPRs, statements from his rating chain, and additional documents associated with the issues cited in his contentions (Exhibit A).

STATEMENT OF FACTS:

On 30 May 1981, the applicant was appointed a second lieutenant, Reserve of the Air Force, and was voluntarily ordered to extended active duty. He was integrated into the Regular Air Force on 19 March 1985 and has been progressively promoted to the grade of major, effective and with a date of rank of 1 November 1993.

Applicant's OPR profile, commencing with the report closing 13 August 1991, follows:

<u>Period Ending</u>	<u>Evaluation</u>
13 Aug 91	Meets Standards (MS)
13 Aug 92	MS
* 13 Aug 93	MS
* 4 Jun 94	MS
4 Jun 95	MS

4 Jun 96
4 Jun 97

MS
MS

* Contested OPRs

Top report at the time he was considered and nonselected for promotion to lieutenant colonel by the CY97C Central Lieutenant Colonel Board, which convened on 21 July 1997.

A similar appeal by the applicant, under Air Force Instruction (AFI) 36-2401, was considered and denied in part by the Evaluation Report Appeal Board (ERAB) on 19 December 1997.

AIR FORCE EVALUATION:

The Directorate of Personnel Program Management, HQ AFPC/DPPPA, reviewed this application and recommended denial. DPPPA stated that the governing regulation stipulates that PME recommendations are appropriate. DPPPA points out that research revealed other officers assigned to the same unit as the applicant received PME recommendations during the contested reporting periods. DPPPA indicated that the PME recommendation statement which the applicant now wants added to the OPRs in question is optional, and its absence does not flaw the report. DPPPA disagrees with the applicant's contention that lack of "push" statements for PME were the cause of his nonselection for lieutenant colonel by the P0597C board. DPPPA stated that there is no clear evidence that it negatively impacted his promotion opportunity. Central boards evaluate the entire officer selection record (OSR). DPPPA indicated that a review of a sampling of selection records from the P0597C board revealed that not all officers with PME recommendations on their OPRs were selected for promotion by the board nor did all officers selected have consistent PME recommendations. A complete copy of this evaluation is appended at Exhibit C.

APPLICANT'S REVIEW OF AIR FORCE EVALUATION:

He was unaware of the error/injustice and its career-ending implications until after the promotion board results were announced and he completed extensive discussions with personnel experts and leaders in his former chain of command. AFPC incorrectly concludes that due to other officers receiving PME recommendations in the same unit during the contested periods, a conscious decision must have been made not to recommend him. The fact that his performance was unanimously lauded while at the same time he received no PME recommendation and others did, only adds credibility to the contention that guidance was inconsistent and transitory. As further evidence of continually changing guidance at Elmendorf AFB, he was given strong PME recommendations on his OPR closing 13 August 1992 by the same rater who did not recommend him for PME on the contested reports.

His rating chain, along with the support group commander and wing commander, have all attested in writing to the problem of inconsistent and improper guidance on this issue. He was one of only two officers in the Operations Flight, the other being his rater. AFPC's contention that his claim is unfounded because other officers received PME recommendations would only be valid if the chain of command were identical for these other officers - again, there were no other officers in the Operations Flight at that time. The advisory opinion directly contradicts the opinion of the AFPC promotions expert who conducted an exhaustive review of his records and counseled him on why he was not selected for promotion. A complete copy of this response is appended at Exhibit E.

THE BOARD CONCLUDES THAT:

1. The applicant has exhausted all remedies provided by existing law or regulations.
2. The application was not timely filed; however, it is in the interest of justice to excuse the failure to timely file.
3. Sufficient relevant evidence has been presented to demonstrate the existence of probable error or injustice. The supporting documents provided by the applicant are sufficient to cause doubt concerning the fairness and accuracy of the contested reports. In this respect, we are persuaded by the statements of support from the rating chain which specifically outline the reasons why the contested reports are flawed and support the applicant's request. Having no reason to question the integrity of the evaluators, we conclude that the applicant's records should be corrected to substitute the revised OPRs, closing 13 August 1993 and 4 June 1994, for the ones currently in his records and to afford him SSB consideration for the CY97C Central Lieutenant Colonel Board and for all boards affected by replacement of the cited OPRs.

THE BOARD RECOMMENDS THAT:

The pertinent military records of the Department of the Air Force relating to APPLICANT be corrected to show that:

- a. The Company Grade Officer Performance Report, AF Form 707B, rendered for the period 14 August 1992 through 13 August 1993, and the Field Grade Officer Performance Report, AF Form 707A, rendered for the period 14 August 1993 through 4 June 1994, be declared void and removed from his records.
- b. The attached reaccomplished OPRs, AF Form 707B, rendered for the period 14 August 1992 through 13 August 1993, and AF Form 707A, rendered for the period 14 August 1993 through 4 June 1994, be inserted in his records in place of the voided OPRs.

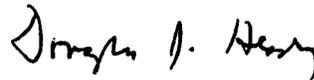
It is further recommended that he be considered for promotion to the grade of lieutenant colonel by a Special Selection Board for the CY97C (21 July 1997) Lieutenant Colonel Selection Board, and for any subsequent boards for which the revised OPRs, closing 13 August 1993 and 4 June 1994, were not a matter of record.

The following members of the Board considered this application in Executive Session on 11 August 1998, under the provisions of AFI 36-2603:

Mr. Douglas J. Heady, Panel Chair
Mr. Joseph G. Diamond, Member
Mr. Henry Romo Jr., Member

All members voted to correct the records, as recommended. The following documentary evidence was considered:

- Exhibit A. DD Form 149, dated 10 Feb 98, w/atchs.
- Exhibit B. Applicant's Master Personnel Records.
- Exhibit C. Letter, HQ AFPC/DPPPA, dated 27 Feb 98.
- Exhibit D. Letter, SAF/MIBR, dated 18 Mar 98.
- Exhibit E. Letter from applicant, dated 3 Apr 98, w/atchs.



DOUGLAS J. HEADY
Panel Chair



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR FORCE PERSONNEL CENTER
RANDOLPH AIR FORCE BASE TEXAS

27 FEB 1998

MEMORANDUM FOR AFBCMR

FROM: HQ AFPC/DPPPA
550 C Street West, Suite 8
Randolph AFB TX 78150-4710

SUBJECT: [REDACTED]

Requested Action. The applicant requests the officer performance reports (OPRs) closing out 13 Aug 93 and 4 Jun 94 be replaced with corrected **OPRs** which reflect appropriate Professional Military Education (PME) recommendations. If the board agrees to replace the OPRs, the applicant requests consideration by the CY97C (21 Jul 97) (P0597C) central lieutenant colonel selection board.

Basis for Request. The applicant contends the rater, additional rater and senior rater, who supervised his performance during the period of the two reports, acknowledge they erroneously omitted the PME statements.

Recommendation. Time bar. If the AFBCMR considers, then we recommend denial due to lack of merit. By law, a claim must be filed within three years of the date of discovery of the alleged error or injustice (10 U.S.C. 1552[b]). It is obvious that the errors claimed here were discoverable at the time they occurred. The applicant provided nothing to convince us that the errors were not discoverable until Sep 97, nor has he offered a concrete explanation for filing late. While we would normally recommend the application be denied as untimely, we are aware that the AFBCMR has determined it must adhere to the decision in the case of *Detweiler v. Pena*, 38F.3d591 (D.C.Cir 1994)--which prevents application of the statute's time bar if the applicant has filed within three years of separation or retirement.

Facts and Comments.

a. The application is not timely. The applicant filed a similar appeal under AFI 36-2401, Correcting Officer and Enlisted Evaluation Reports, which was denied in part by the Evaluation Report Appeal Board (ERAB). A copy of the 19 Dec 97 memorandum announcing the ERAB's decision is included in the applicant's appeal package.

b. AFI 36-10, Officer Evaluation System, 1 Aug 88, is the governing directive. The applicant has one nonselection to the grade of lieutenant colonel by the P0597C central selection board.

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c. In support of his appeal, the applicant includes a personal brief **and** a copy of the package he submitted to the ERAB.

d. The applicant is attempting to convince the AFBCMR that two separate reports are in error because the rating chain did not include a recommendation for PME attendance. Evaluation reports are considered accurate as written unless substantial evidence to the contrary is provided. For support, the applicant provides letters from the raters, additional raters, **and** reviewer of the contested reports. Their letters would have us believe the missing recommendation for PME was due to official guidance and a belief that a recommendation for PME would constitute a promotion recommendation and **was**, therefore, prohibited. **AFR** 36-10, Chapter 3, paragraph 7a, (**AFI 36-2402, Figure 3.2, Line 17,**) states, "...recommendations to select for a particular assignment, PME, augmentation, continuation, or indefinite reserve status are appropriate..." We would like to point out that research revealed other officers assigned to the same unit **as** the applicant received PME recommendations during the contested reporting periods. While it may be argued that the omission of a recommendation for PME was inadvertent rather **than** intentional, the purpose of the appeal process is to correct errors or injustices. The purpose is not to recreate history or to enhance one's promotion potential. Evaluation reports receive exhaustive reviews prior to becoming a matter of record. **Any** report can be rewritten to be more **hard** hitting or to enhance a rater's potential. However, the time to do that is **before** the report becomes a matter of record. We would also point out that the PME recommendation statement which the applicant **now** wants added to the OPRs in question **is optional**, and its absence does not flaw the report.

e. The applicant contends that lack of "push" statements for PME were the cause of his nonselection for lieutenant colonel by the P0597C board. We do not agree. There is no clear evidence that it negatively impacted his promotion opportunity. Central boards **evaluate** the entire officer selection record (OSR) (including the promotion recommendation form, officer performance reports, officer effectiveness reports, **training** reports, letters of evaluation, decorations, and officer selection brief), assessing whole person factors such **as** job **performance**, professional qualities, depth and breadth of experience, leadership, and academic and professional military education. A review of a sampling of selection records **from** the P0597C board revealed that not all officers with PME recommendations on their OPRs were selected for promotion by the board nor did **all** officers selected have consistent PME recommendations. A **PME** recommendation statement is optional, and not **a** determining factor or guarantee of promotion selection by the promotion board. The selection board had his entire officer selection record that clearly outlines **his** accomplishments **since** the date he came on active duty. We are not convinced the contested **OPRs** are erroneous and were the sole cause of the applicant's nonselection.

Summary. Based on the evidence provided, our recommendation of denial is appropriate.


MARIANNE STERLING, Lt Col, USAF
Chief, Appeals and SSB Branch
Directorate of Personnel Program Mgt



DEPARTMENT OF THE AIR FORCE
WASHINGTON, DC

Office of the Assistant Secretary

SEP 29 1998

AFBCMR 98-00410

MEMORANDUM FOR THE CHIEF OF STAFF

Having received and considered the recommendation of the Air Force Board for Correction of Military Records and under the authority of Section 1552, Title 10, United States Code (70A Stat 116), it is directed that:

The pertinent military records of the Department of the Air Force relating to [REDACTED] be corrected to show that:

a. The Company Grade Officer Performance Report, AF Form 707B, rendered for the period 14 August 1992 through 13 August 1993, and the Field Grade Officer Performance Report, AF Form 707A, rendered for the period 14 August 1993 through 4 June 1994, be declared void and removed from his records.

b. The attached reaccomplished OPRs, AF Form 707B, rendered for the period 14 August 1992 through 13 August 1993, and AF Form 707A, rendered for the period 14 August 1993 through 4 June 1994, be inserted in his records in place of the voided OPRs.

It is further directed that he be considered for promotion to the grade of lieutenant colonel by a Special Selection Board for the CY97C (21 July 1997) Lieutenant Colonel Selection Board, and for any subsequent boards for which the revised OPRs, closing 13 August 1993 and 4 June 1994, were not a matter of record.


JOE B. LINEBERGER

Director
Air Force Review Boards Agency

Attachment
Reaccomplished OPRs

I. RATEE IDENTIFICATION DATA (Read AFR 36-10 carefully before filling in any item)			
1. NAME (Last, First, Middle Initial)	2. SSN	3. GRADE	4. DAFSC
		Major	32E4
5. PERIOD OF REPORT		6. NO. DAYS SUPERVISION	7. REASON FOR REPORT
From: 14 Aug 93 Thru: 4 Jun 94		295	CRO
8. ORGANIZATION, COMMAND, LOCATION			9. PAS CODE
3rd Civil Engineer Squadron (PACAF), Elmendorf AFB AK			ELORFBBL
II. UNIT MISSION DESCRIPTION			
Designs and constructs new facilities; operates and maintains facilities and utility systems; removes snow; provides real property, contingency operations support, and firefighting services for ten major commands and six operating agencies on Elmendorf AFB. Maintains engineering and contingency mobility teams. Manages \$82 million budget.			
III. JOB DESCRIPTION. DUTY TITLE: Chef, Heavy Repair			
2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Responsible for all activities of vertical and horizontal construction shops including snow removal, grounds maintenance, airfield repair, facility construction, and pest management. Directs planning, material acquisition, scheduling, and construction activities for entire 500-person work force with an annual budget in excess of \$20 million. Chairs weekly scheduling meeting and work order review meeting. Coordinates Work Order Allocation Program for 12 organizations and briefs each commander on work status bimonthly. Carries out duties and responsibilities of the Chief of Operations in his absence. Prime Base Engineer Emergency Force (BEEF) Team 3 Officer in Charge.			
IV. IMPACT ON MISSION ACCOMPLISHMENT			
<ul style="list-style-type: none"> - Wing project officer for 1993 Commander-In-Chief's Installation Excellence Award -- Exceptional effort brought unprecedented honor to Elmendorf by winning this most prestigious award - Repeatedly led 100-man Prime BEEF team in force beddown and base recovery exercises, culminating in flawless performance during the April 1994 PACAF/IG Operational Readiness Inspection - Eamed Air Staff recognition for implementing cutting edge technology in airfield snow and ice control - Advocated total quality approach to production and customer satisfaction; supported 350 self-help work orders, empowered construction teams that completed 202 work orders for wing and tenant organizations - Implemented objective squadron restructuring and downsizing--determined rank structure, military/civilian mix, and ensured full mission capability in all career fields 			
V. PERFORMANCE FACTORS		DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge			<input checked="" type="checkbox"/>
Has knowledge required to perform duties effectively. Strives to improve this knowledge. Applies knowledge to handle nonroutine situations.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Leadership Skills			<input checked="" type="checkbox"/>
Sets and enforces standards. Motivates subordinates. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Professional Qualities			<input checked="" type="checkbox"/>
Exhibits loyalty, discipline, dedication, integrity, and honesty. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Organizational Skills			<input checked="" type="checkbox"/>
Plans, coordinates, schedules, and uses resources effectively. Schedules work for self and others equitably and effectively. Anticipates and solves problems. Meets suspenses.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
6. Judgment and Decisions			<input checked="" type="checkbox"/>
Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities and acts to take advantage of them.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
6. Communication Skills			<input checked="" type="checkbox"/>
Listens, speaks, and writes effectively.		<input type="checkbox"/>	<input checked="" type="checkbox"/>

VI. RATER OVERALL ASSESSMENT

██████████ leadership skills are unsurpassed. Coordinating inputs from every base organization, he captured the essence of Elmendorf in words and pictures and brought home the Commander-In-Chief's Award for Installation Excellence. Even before earning this recognition, ██████████ I am set the stage for success. His self-help store provided the resources and expertise which allowed organizations across the base to make vast improvements to their facilities. His "Best in Air Force" snow removal team capitalized on new products and technology to increase effectiveness yet reduce costs. Moreover, he was personally involved in hundreds of work orders last year, meeting regularly with customers, understanding their needs, and completing construction projects to enhance their facilities. Major Hartford is a civil engineer leader who's distinctive contributions make him a top candidate for in-residence ISS.

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION RICHARD L. CLARKE, Lt Col, USAF 3rd Civil Engineer Sq (PACAF) Elmendorf AFB AK	DUTY TITLE Chief, Operations and Maintenance	DATE 4 Jun 94
SSN ██████████	SIGNATURE <i>[Signature]</i>	

VII. ADDITIONAL RATER OVERALL ASSESSMENT

██████████ in-depth knowledge and experience are major benefits to this squadron. His commitment to training Prime BEEF members in their war skills is unsurpassed, taking command of 100-man teams in the field on five occasions in the last year. He provided the leadership necessary to keep the Operations Flight vital as ever through perilous times of downsizing, reorganization, and declining budgets. His impeccable track record shows he's ready to be a Chief of Operations and a must for ISS in-residence.

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION PATRICK COULLAHAN, Lt Col, USAF 3rd Civil Engineer Sq (PACAF) Elmendorf AFB AK	DUTY TITLE Commander	DATE 4 Jun 94
SSN ██████████	SIGNATURE <i>[Signature]</i>	

VIII. REVIEWER	CONCUR <input checked="" type="checkbox"/>	NONCONCUR <input type="checkbox"/>
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NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION THOMAS R. CASE, Brig Gen, USAF 3rd Wing (PACAF) Elmendorf AFB AK	DUTY TITLE Commander	DATE 5 Jun 94
SSN ██████████	SIGNATURE <i>[Signature]</i>	

Instructions

All: **Recommendations** must be based on performance and the potential based on that performance. Promotion **recommendations** are prohibited. Do not **consider** or **comment** on **completion** of or **enrollment** in **PME**, advanced education, **previous** or **anticipated** promotion recommendations on AF Form 709, OER indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion.

Rater: Focus your evaluation in **Section IV** on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in **Section VI** may include **recommendations** for augmentation or assignment.

Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased, and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NONCONCUR" and explain. You may include **recommendations** for augmentation or assignment.

Reviewer: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased, and uninflated, mark the form "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NONCONCUR" and explain in **Section VIII**. Do not use "NONCONCUR" simply to provide comments on the report.

I. RATEE IDENTIFICATION DATA (Read AFR 36-10 carefully before filling in any item)			
1. NAME (Last, First, Middle Initial)	2. SSN	3. GRADE Capt	4. DAFSC 5511
6. PERIOD OF REPORT From: 14 Aug 92 Thru: 13 Aug 93		6. NO. DAYS SUPERVISION 365	7. REASON FOR REPORT Annual
8. ORGANIZATION, COMMAND, LOCATION 3rd Civil Engineering Squadron (PACAF), Elmendorf AFB AK			9. PAS CODE ELORFBBL
a. UNIT MISSION DESCRIPTION Designs and constructs new facilities; operates and maintains facilities and utility systems; removes snow; provides real property, contingency operations support, and firefighting services for ten major commands and six operating agencies on [redacted]. Maintains engineering and contingency mobility teams. Manages \$82 million budget.			
iii. JOB DESCRIPTION 1. DUTY TITLE: Chief of Heavy Repair 2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Responsible for daily activities of 200-man heavy repair element consisting of horizontal and vertical construction shops, self-help store, planning, and production control. Directs airfield and street pavement repairs, basewide snow removal, grounds maintenance, and pest control. Coordinates work allocation program for 10 organizations and briefs commanders on work status quarterly. Directs planning, logistics, and scheduling for entire 520-man work force with \$20 million budget. Acts as the chief of operations in his absence. Prime Base Engineer Emergency Force Team 3 Officer in Charge.			
IV. IMPACT ON MISSION ACCOMPLISHMENT			
<ul style="list-style-type: none"> - Earned Excellent from June 1993 PACAF Inspector General (IG) Quality Air Force Assessment - Recognized by command civil engineer for model work allocation program; at his request, briefed all PACAF Civil Engineering commanders at March 1993 engineering conference - Won 1992 Bernt Balchen Award for best snow and ice control operation in the Air Force - Authored nomination package that won "Best in PACAF" recognition for entire squadron - Led damage assessment in aftermath of two severe windstorms, identifying \$1 million in damages and completing emergency repairs to priority facilities within 24 hours - Created superior mission in-briefing used repeatedly to introduce guests to our squadron - Directed all civil engineering support to beddown F-15E combat alert mission at Elmendorf 			
V. PERFORMANCE FACTORS			
	DOES NOT MEET STANDARDS	MEETS STANDARDS	
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve that knowledge.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
2. Leadership Skills Sets and enforces standards. Works well with others. Fosters teamwork. Displays initiative. Self-confident.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, and honesty. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Meets expenses.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Requires minimal supervision.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
6. Communication Skills Listens, speaks, and writes effectively.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

VI. RATER OVERALL ASSESSMENT

██████████ leadership of the operations flight is truly unsurpassed. I count on him every day to pull off the greatest challenges facing civil engineering and he repeatedly succeeds with deceptive ease. He was personally responsible for our selection as best in PACAF and skillfully directed the best snow removal operation in the Air Force. PACAF IG found his heavy repair element Excellent for superior mission support, innovative resource management, and fundamental commitment to quality. ██████████ takes care of the mission by taking care of his people, authoring a second consecutive Stripes for Exceptional Performers promotion, creating a nominatim package that won "Best in PACAF" for the squadron, and demonstrating to PACAF IG why civil engineering is Excellent. Without fail select ██████████ for Intermediate Service School in-residence.

Performance feedback was accomplished consistent with the direction in AFR 36-10. (If not accomplished, state the reason.)

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION ██████████	DUTY TITLE Commander	DATE 7 Sep 93
SSN ██████████	SIGNATURE ██████████	

VII. ADDITIONAL RATER OVERALL ASSESSMENT

CONCUR NONCONCUR

██████████ excelled throughout an unprecedented year of challenges and successes. The accomplishments of his heavy repair element were a primary reason 3 CES won distinction as the best in PACAF. Innovative base recovery efforts following volcanic eruption and hurricane-force winds, coupled with superior mission and community support, mark ██████████ as one of the top leaders in civil engineering today. Wholeheartedly recommend ISS in-residence.

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION ██████████	DUTY TITLE Commander	DATE 4 Oct 93
SSN ██████████	SIGNATURE ██████████	

VIII. REVIEWER

CONCUR NONCONCUR

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION ██████████	DUTY TITLE Commander	DATE 9 Nov 93
SSN ██████████	SIGNATURE ██████████	

Instructions

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Rater: Focus your evaluation in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for augmentation or assignment.

Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the mer, mark "NON-CONCUR" and explain. You may include recommendations for a augmentation or assignment.

Reviewer: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark the form 'CONCUR' and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark 'NONCONCUR' and explain in Section VIII. Do not use "NONCONCUR" simply to provide comments on the report.